



REPLY TO
ATTENTION OF:

DEPARTMENT OF THE ARMY
UNITED STATES INTELLIGENCE AND SECURITY COMMAND
HEADQUARTER, 501ST MILITARY INTELLIGENCE BRIGADE
UNIT #15282
APO AP 96205-5282

IADK-Z

11 AUG 19

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Guidance for the Staff

1. **General.** Units within the Brigade require exceptional efficiency, initiative, and coordination by a small band of staff officers, NCOs, enlisted Soldiers, and KATUSAs. The staff coordinates both internally and with the staffs of higher units. At all times the staff must be oriented on: (a) supporting the commanders in the exercise of command and (b) supporting the battalions in the execution of their missions.

2. **The DCO.** He is the staff coordinator. Everyone works staff actions through him. That doesn't mean I'm not accessible at all times to the entire staff. However, whenever any staff member confers with me, I expect that person to backbrief the DCO.

a. The DCO and XO are the gatekeepers of my calendar, which I'll provide access to all key leaders. He'll work closely with the S1, S3, and CSM to synchronize activities.

b. When we plan operations and conduct exercises, the DCO's principal focus is on synchronization and command and control. He develops event timelines in consultation with the S3. During staff wargaming, he is the referee.

c. The DCO will run a brief meeting in the conference room once a week. Participants will be the primary and special staff officers or their representatives, plus the HHC, Brigade commander or a representative. Each participant will brief:

(1) Any current staff action that affects the Brigade or more than one staff section.

(2) Any meetings in which a rep will represent the 501st to an outside entity.

(3) The HHC commander will raise any issue requiring the support or participation of the Brigade staff. Participants don't have to talk, but they need to be present.

d. The DCO will be the staff coordinator for force-modernization efforts, including MTOE revisions, operational needs statements, and acquisition of new equipment.

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4. **The CSM.** All enlisted staff actions (awards, NCOERs, 4187's) go through the CSM before reaching the DCO. Actions affecting enlisted Soldiers and NCOs will not leave the headquarters without prior review by the CSM.

5. **Saying "NO".** The Brigade staff is responsive to the battalions, INSCOM staff, and USFK staff. Staff officers as a rule should not say "No" to battalion S3s. Find me or the DCO and explain why any of us should say "no".

6. **Rendering unto Caesar.** Staff members will support the HHC commander and first sergeant.

7. **Meeting deadlines.** We don't miss suspense's. If necessary, we coordinate to get them changed.

8. **Some general guidance.**

a. Keep me informed. I read my emails; call or drop by if you have something hot.

b. Anticipate requirements and tasks. Examine the training calendar six months out and look for requirements in your area of responsibility. Play an active role in the training management process and put your requirements on the calendar. Quarterly long-range training calendar workshops, managed by the S3, will provide the opportunity for the staff to coordinate recurring events, including Hail and Farewells, preparation of operations orders, and other requirements.

c. Be the expert in your area. Don't shoot from the hip – you may blow your foot off; keep FM 5.0 handy; do your homework; know the SOPs; understand regulations and policy letters. Talk frequently with your battalion counterparts and higher HQs staff. Close working relationships with INSCOM and USFK staff can only help.

d. Don't reinvent the wheel. Chances are the action you're working has been tackled before. Research how it was earlier handled and consider applying the same measures that worked then. By the same token don't assume that just because we handled a problem a certain way in the past that it's right for us now or it fits with current policies or regulations.

e. Know how to coordinate. Over-coordination and under-coordination are possible. Avoid the latter. Don't fall into the trap of assuming that an action is complete when somebody signs a piece of paper or sends an email. Follow up.

f. A short pencil is better than a long memory; take notes.

g. In general, having junior members of your staff (officer or enlisted) brief me or take lead in staff actions tells me a lot about your interest in leader development.

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9. **Slide shows.** When we have to build them, they don't need to be constantly crammed full of unit insignias/crests or a variety of electronic "bling". Busy slides are a turn off. Slide shows are merely a tool for enhancing understanding or promoting discussion. They're never an end in themselves.

10. **Documents for my signature** should follow Army correspondence guidelines (AR 25-50) and meet the requirements of Army Effective Writing – namely free of spelling and grammar errors and easily understandable during the first reading. I grant wiggle room for internal documents, but none for correspondence leaving the Brigade. I sent out sample memorandum formats for information, policy, MOI, request, and SOPs.

11. **eMail Protocol.** It's a great communications tool, lousy as a leadership tool. eMail doesn't substitute for good staff work and coordination. Likewise, the fact that you send an eMail doesn't mean the message was received or the issue was acted upon.

a. Keep in mind the 2nd and 3rd order effects of sending an eMail after 1600, i.e. the recipient not able to react promptly to the correspondence or adding 4 additional hours to the duty day for 2 or 3 people.

b. When sending an eMail, pay attention to OPSEC. Messages transmitted by eMail are not more secure than if they were sent as a postcard.

12. **Personal Conduct.** The Golden Rule and the Seven Army Values are the paramount guides to your behavior and interaction with Soldiers. Pace yourself, stay alert to both substance and appearances, and do the right thing always. Kindness will get you a long way in the Army.

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JOSEPH M. COX
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Commanding